

Land Development Services CY 2023 Equity Impact Plan



Leadership Sponsor(s): Director, William D. Hicks and LDS Executive Team

Equity Lead(s): Director of Operations, Helman Castro and Learning/Program Manager, Ellen Gray

Departmental Equity Guiding Statement: Land Development Services (LDS) is committed to racial and social equity in the facilitation of the safe and sustainable building of our communities. We promote a diverse workforce and foster inclusive and accessible permitting, plan review and inspection services within Fairfax County.

Context: LDS has identified four major focus areas to address inequities; Outreach, Access to Services, Workforce Development and Policies and Practices.

- 1) Outreach-Identification of appropriate avenues to reach a more diverse audience to provide information about LDS services, contractor licensing and to address complaint-based inquiries.
- 2) Access to Services-LDS has implemented a new fully online service platform; it has become apparent that a lack of digital access, low digital literacy and language barriers cause exclusion of specific groups from accessing our services.
- 3) Workforce Development-Recruiting, hiring, and retaining a diverse workforce remains a challenge; there continues to be a lack of diverse applicant pools in male-dominated fields; there continues to be a lack of consistent entry-level requirements, lack of parity in grades between inspector classes intra-agency and inter-agency, disparity of salary models and compensation between agencies and other local jurisdictions, lack of clear competency models for promotional and training opportunities.
- 4) With the implementation of the new PLUS technology system, a need to review our internal business policies and practices has surfaced for inequities in our different business areas, looking for the impact of our programs and policies on diverse groups.

Long-term Outcome(s):

- | | |
|---|---|
| <input type="checkbox"/> Cultural and Recreational Opportunities | <input checked="" type="checkbox"/> Health |
| <input checked="" type="checkbox"/> Economic Opportunity | <input checked="" type="checkbox"/> Housing and Neighborhood Livability |
| <input checked="" type="checkbox"/> Efficient and Effective Government | <input type="checkbox"/> Lifelong Education and Learning |
| <input type="checkbox"/> Empowerment and Support for Residents Facing Vulnerability | <input type="checkbox"/> Mobility and Transportation |
| <input checked="" type="checkbox"/> Environment | <input type="checkbox"/> Safety and Security |

System-Level Infrastructure:

Department of Human Resources

- 1) Review job classes for parity.
- 2) Allow more autonomy over resume review/certification list.
- 3) Provide summary data of applicants to see demographic data.
- 4) Review current agency competency models and develop updated county-wide models.

Department of Information Technology

- 1) More flexibility in the approval and procurement process for new equipment and software.
- 2) Equipment available for public use at self-serve kiosks and mobile units.
- 3) Allow more flexibility for updates and changes to LDS and Plan2Build websites.

Department of Management and Budget

- 1) Support funding to achieve parity equity.

Department of Procurement and Material Management

- 1) Develop a process to be more inclusive of minority and women-owned small businesses.

Department of Code Compliance

- 1) Develop an outreach educational program for the building and site permitting process.

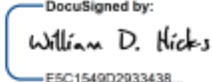
LAND DEVELOPMENT SERVICES CALENDAR YEAR 2023 EQUITY IMPACT PLAN

Goals	One Fairfax Area of Focus	Actions	Stakeholders	Timeline	Resources and Supports	Responsible Parties	Performance Measures
1. Outreach – Provide outreach and education on permitting, plan review and inspections that reach all communities within Fairfax and consider race when developing communication channels.	#11 A quality built and natural environment that accommodates anticipated growth and change in an economically, socially, and environmentally sustainable and equitable manner that includes mixes of land use that protects existing stable neighborhoods and green spaces, supports sustainability, supports a high quality of life, and promotes employment opportunities, housing, amenities and services for all people.	1a. Training our staff on racial and social equity.	LDS Staff agency-wide	01/2023-12/2024	Equity Ambassadors, LDS Leadership, external consultants, OD&T, One Fairfax Office	LDS Executive Team, LDS Equity Core Team	<ol style="list-style-type: none"> 1) Number of racial and social equity training sessions offered per calendar year. 2) Percent of employees participating in racial and social training each calendar year.
		1b. Promote community education by reaching out to customers from underrepresented populations.	LDS Outreach Team, LDS PIO, Fairfax County Residents,	01/2023-12/2024	Staff/ Community/ Consultant / OPA, Language services/DIT/ print services/Cable & Consumer Services/Outreach Framework/NCS/DCC/DPD/ DPWES/Office of Fire Marshal/Health Department/OEEC/County Exec/BOS Offices (newsletters & social media)/nonprofits & faith-based groups (for information distribution)	LDS Executive Team, LDS PIO	<ol style="list-style-type: none"> 1) Identify areas of high vulnerability and low permit activity. 2) Number of targeted educational programs scheduled for each identified community. 3) Number of community participants in each targeted educational program.
2. Access to Services – Provide access to services in a fair and equitable manner to	#1 Community and economic development policies and programs that	2a. Enhance customer access to the Customer Information Center (CIC) to better	Customers, CIC staff	01/2023-12/2023	Language Access Services, DIT, Additional LDS Staff in CIC, LDS IT Team, DMB, CEX Office, BOS	LDS Executive Team, LDS Process	<ol style="list-style-type: none"> 1) Increased number of satisfied customers per the CIC/CET

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accomplish safe and sustainable development in Fairfax County for all community members.	promote wealth creation and ensure fair access for all people. #15 Digital access and literacy for all residents.	serve our customers.				Improvement Coordinator	customer survey results. 2) Decrease in average wait time for customers. 3) Decrease in number of in-person interactions.
		2b. Evaluate need and feasibility for income-based fee rate.	Fairfax County Residents, LDS Finance, DMB	01/2023-12/2025	DMB, DTA, CEX, BOS, Health and Human Service agencies, Consultant, DHCD, County Attorney	LDS Executive Team, LDS Finance	1) Completed evaluation of need and feasibility.
3. Workforce Development – Increase staff diversity through recruitment and promotion.	#16 Intentional focused recruitment efforts that bolster a diverse applicant pool; hiring and evaluation practices, and processes for employee feedback, to achieve and preserve a culture of equity and fairness for all employees.	3a. Conduct trend analysis of underrepresented populations recruitment and hiring.	LDS Staff	01/2023-12/2024	LDS HR, Dept. of Human Resources, Office of Human Rights and Equity Programs	LDS Executive Team, LDS HR	1) Provide annual demographics report to Exec team.
		3b. Review and obtain additional candidate sources to increase the diversity of our hiring pools, particularly with professional and trades associations targeted to underrepresented populations.	LDS Hiring Managers, Applicants, LDS HR	01/2023-06/2023	LDS IT, LDS HR, DHR	LDS HR	1) Increased number of diverse/ demographic-specific job advertising sites used per recruitment.
		3c. Develop internship programs with educational institutions.	HBCUs, Trade Schools, local colleges, FCPS Adult Community Education	01/2023-12/2024	FCPS Adult Community Education, local colleges, and universities, DMB	LDS Executive Team, LDS HR	1) Established number of collaborative educational internship programs.

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							2) Number of interns per calendar year, per type of internship.
		3d. Pursue bridge class for promotional opportunities; establish career maps.	DHR, applicants, LDS staff	01/2023-12/2024	DHR, LDS HR, LDS Leadership Team, LDS IT	LDS Executive Team, LDS HR	1) Number of position classes needing a bridge class. 2) Number of new bridge classes. 3) Number of career maps created.
		3e. Conduct a workforce survey to collect staff's perspective on the recruitment process and satisfaction assessment (employee engagement survey).	LDS Staff, LDS HR	01/2023-12/2024	Consultants, LDS Executive Team	LDS Executive Team, LDS HR	1) Percent completed employee surveys. 2) Percent satisfied employees. 3) Percent dissatisfied employees.
4. Policies and Practices – Internal business operations policies and practices are equitable.	#17 Policies that prohibit all forms of discrimination under Federal and State law in county and school system activities, and ensure that all practices provide fair treatment for all employees, contractors, clients, community	4a. Equity Impact Assessment included in BOS Agenda Items.	BOS, LDS Director's Office	01/2023-12/2023	Clerk's Office, One Fairfax Office, CEX, BOS, LDS Equity Core Team	LDS Executive Team, LDS Director's Office	1) Number of equity impact assessments included in agenda items. 2) Number of LDS staff within individual divisions trained to provide equity impact assessments.
		4b. Review data collection processes, analyses and reporting	LDS Staff and customers	01/2023-12/2025	LDS Process Improvement Coordinator, LDS Metrics Team, LDS IT	LDS Process Improvement Coordinator and LDS Metrics Team	1) Number of data sources. 2) Location of data sources.

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	partners, residents, and other sectors who interact with Fairfax County including higher education, business, nonprofit, faith, philanthropy and civic.	through an equity lens.					3) Established framework for reporting structure.
		4c. Review SOPs on handling complaints to establish consistency and identify inequities in current complaint process.	LDS Staff, customers	01/2023-12/2025	LDS Process Improvement Coordinator, LDS Equity Core Team	LDS Process Improvement Coordinator and SOP Manager for LDS Knowledge Management System	1) Established review framework. 2) Percent of SOPs reviewed.
		4d. Remove gendered language from all LDS publications.	LDS Staff and customers	01/2023-12/2024	LDS Process Improvement Coordinator, LDS PIO	LDS Technical Writer	1) Number of publications reviewed. 2) Percent of reviewed publications edited for gender neutrality.
		4e. Require equity impact assessment for applicable current and future agency policies developed.	LDS Staff, customers	01/2023-12/2025	LDS Staff, LDS PIO, LDS Executive Team	LDS Executive Team	1) Number of policies reviewed. 2) Percent of reviewed policies edited per the results of the impact assessments.

Director's Signature:  _____
 William D. Hicks, P.E., Director
 Land Development Services